



Annual Scope of Work and Implementation Plan

April 2015

Approved by Board of Commissioners
April 13, 2015

Board of Commissioners
New Orleans Redevelopment Authority
1409 Oretha Castle Haley Boulevard
New Orleans, LA 70113

April 7, 2015

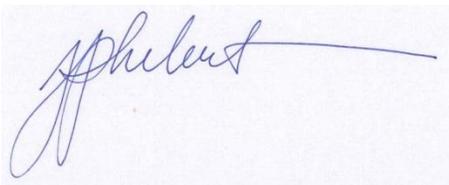
Dear Commissioners:

With your support and leadership, the New Orleans Redevelopment Authority (NORA) has been a key partner in the revitalization of New Orleans' neighborhoods and established itself as a national leader in redevelopment best practices. In 2015 we will build on those accomplishments and continue to partner in strategic developments that celebrate the city's neighborhoods and honor its traditions.

The enclosed scope of work lays out NORA's work plan for calendar year 2015 across our three program areas: Affordable Housing, Commercial Revitalization, and Land Stewardship, as well as initiatives that cut across all three program areas.

Along with the entire NORA staff, I look forward to working together with you to accomplish great things for the City of New Orleans and its residents in 2015.

Sincerely,

A handwritten signature in blue ink, appearing to read "J. Hebert", with a long horizontal flourish extending to the right.

Jeffrey P. Hebert
Executive Director

I. Affordable Housing

In 2015 NORA will continue its mission to create affordable housing to ensure families of all income levels can continue to call New Orleans home. NORA will accomplish this mission through the following programs and at the respectively budgeted amounts.

- A. **Neighborhood Stabilization Program 2 (NSP2).** In February 2010, NORA was awarded \$29.7 million from the U.S. Department of Housing and Urban Development to partner with local for-profit and nonprofit developers to create approximately 460 new units of affordable housing in targeted neighborhoods across the city. In 2015, NORA will complete construction of the remaining units and begin grant close-out.

Budgeted Amount for 2015: \$2,549,609

- B. **Affordable Housing Pilot Program (AHPP).** Through Federal Emergency Management Agency (FEMA) disaster recovery funding, NORA received 22 completed housing units on NORA-owned lots to provide housing for residents displaced by Hurricanes Katrina and Rita. To date, NORA has sold 8 AHPP units, and currently maintains 14 units which are all located in the Lower Ninth Ward. All 14 of these units are occupied with tenants enrolled in our AHPP lease-purchase program. NORA provides property management and homebuyer education counseling with a goal of homeownership for all tenants.

Budgeted Amount for 2015: \$280,809

- C. **Residential Construction Lending Program.** Funded through U.S. Department of Housing (HUD) Community Development Block Grant – Disaster Recovery (CDBG-DR) and Program Income derived from sale of former Road Home properties, NORA is financing the development of approximately 60 new affordable single-family homes in Gentilly, Tulane-Gravier, and New Orleans East. Construction of the first phase will begin in 2015.

Budgeted Amount for 2015: \$4,564,126

- D. **CDBG Blight.** Using CDBG Entitlement funds, NORA implements strategies to reduce blight such as disposition of blighted properties, interim nuisance abatement, management of disposition activities, redevelopment planning, grant application preparation, and reuse of vacant blighted properties active outdoor space.

Budgeted Amount for 2015: \$1,000,000

- E. **CDBG Target Zone.** This program provides funding for blight reduction efforts such as acquisition and disposition of blighted properties, interim nuisance abatement, and reuse of vacant blighted properties as active outdoor space. A portion of these funds can be used for redevelopment planning, evaluating program effectiveness, monitoring audit reports, and developing agreements with subrecipients and contractors to carry out program activities.

Budgeted Amount for 2015: \$270,000

II. Commercial Revitalization

In 2015, NORA will continue to expand its portfolio of programs to support revitalization of targeted commercial corridors in New Orleans to reduce blight and support local economic development, through the following programs and at the respectively budgeted amounts.

- A. **Commercial Gap Financing Program.** Funded through HUD CDBG-DR, NORA provides financing for commercial revitalization projects that eliminate blight, provide jobs to low- and moderate-income residents, and attract new private investment in targeted corridors. To date, NORA has invested \$8,675,000 in 347,685 square feet of new or rehabilitated commercial buildings that leveraged \$98,653,282 in additional funding and resulted in 653 permanent jobs. In 2015, NORA will expand these targeted corridors to align them with recent public investments and to support current and future NORA investments.

Budgeted Amount for 2015: \$5,838,389

- B. **Façade Renew.** Launched in January 2014, Façade Renew is a CDBG-DR funded program to support strategic investments in targeted commercial corridors. The program includes grants to property and small business owners to revitalize storefronts and building façades, as well as placemaking grants to Main Street organizations. In 2015, NORA will conclude the approval of façade improvement grant applications and award placemaking grants to at least two Main Street organizations.

Budgeted Amount for 2015: \$ 1,842,332

III. Land Stewardship

In 2015, NORA will continue to expand its portfolio of programs to maintain vacant properties across the city in order to eliminate blight, stabilize neighborhoods, and demonstrate innovative use of vacant land for stormwater management, community greening, and ecological restoration. NORA will implement this Land Stewardship initiative through the following programs at the respective funding amounts.

- A. **Land Management.** NORA maintains a portfolio of former Road Home properties. At the beginning of 2015, NORA owned 2,479 properties, most of which are vacant lots maintained by NORA's maintenance vendors with regular mowing and debris removal as well as property insurance.

This program also provides funding for market analysis, planning, legal services, public outreach, appraisal, and survey work as it relates to returning the properties to commerce. In addition this funding supports demonstration land management projects designed to stabilize properties on an interim basis while reducing NORA's long-term maintenance costs.

Budgeted Amount for 2015: \$4,660,961

- B. **Collaborative Nuisance Abatement Program (CNAP).** Through a Cooperative Endeavor Agreement with the City of New Orleans, NORA maintains blighted privately-owned vacant lots identified by the City of New Orleans Department of Code Enforcement. CNAP uses CDBG-DR funding to clean, cut, and clear blighted properties of overgrowth, debris, and other public safety hazards.

Budgeted Amount for 2015: \$820,260

- C. **Hazard Mitigation Grant Program (HMGP).** Through a FEMA HMGP grant, NORA is authorized to undertake a hydraulic and hydrologic study, environmental assessment, damage study, engineering, design, and permitting for a stormwater management project on 55 NORA-owned properties in Pontchartrain Park and Gentilly Woods. This project intends to reduce flood risk for existing residents, and support new housing investments.

Budgeted Amount for 2015: \$440,000

- D. **Neighborhood Initiative.** In 2011, NORA received a HUD Neighborhood Initiative grant to provide funding for property acquisition, interim nuisance abatement, property management and stabilization of blighted properties. In 2014, NORA used these funds to complete its first round of pilot lot stabilizations and acquired a property critical to the Pontilly HMGP project. Five additional lot stabilizations projects are expected to be completed in 2015.

Budgeted Amount for 2015: \$555,639

IV. Other Implementation Strategies

NORA's activities include several initiatives and programs that cut across our 3 key program areas. These programs are important to neighborhood revitalization and resilience, and include the following programs at the respective funding amounts.

- A. Auctions.** NORA will hold two public auctions in 2015 to make approximately 200 properties available for purchase in neighborhoods across the city. These auctions are funded through proceeds of property sales and are expected to generate approximately \$8 million in 2015.

- B. Resiliency Planning.** Funded through the State of Louisiana Office of Community Development Resiliency Planning Grant (CDBG-DR), NORA will develop a portfolio of pilot projects that demonstrate the ability for vacant lots to be used for stormwater management, neighborhood stabilization, and ecological restoration. The grant funds a Resiliency Planning Fellow position to focus on these projects, and to develop a white paper on best practices in urban resilience, which will be completed in 2015.

Budgeted Amount for 2015: \$158,907

- C. 100 Resilient Cities.** Funded through a Rockefeller 100 Resilient Cities (100RC) grant, this initiative includes the funding of the City of New Orleans' Chief Resilience Officer and a 100RC Planning fellow; project management services from RAND Corporation; and access to a global network of peer cities and technical advisors. In 2015, the project will develop a Resilience Strategy that will help New Orleans prepare for, adapt to, and quickly rebound from shocks and stresses. NORA is designated by Mayor Landrieu as the lead agency for the City of New Orleans Resilience strategy.

Budgeted Amount for 2015 direct to NORA: \$205,805 total including consultants and advisors \$1 mil